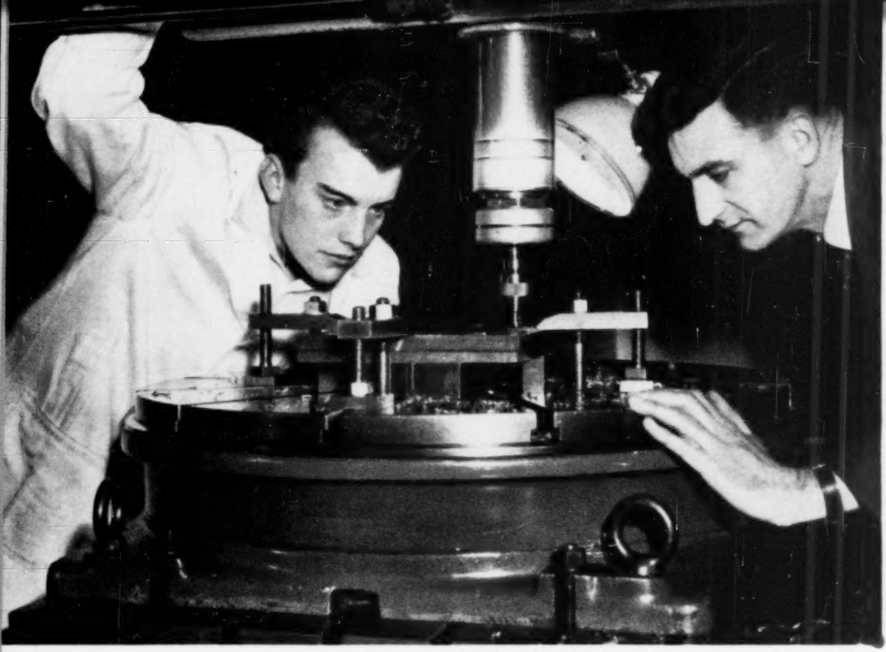

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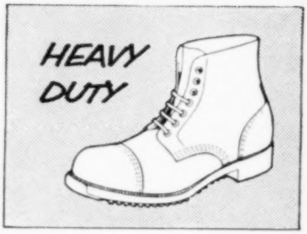

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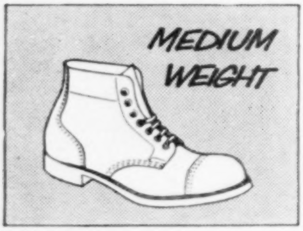
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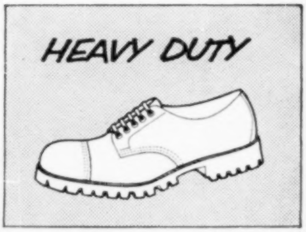

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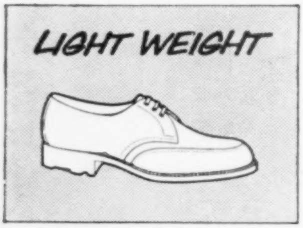
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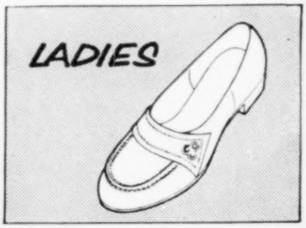

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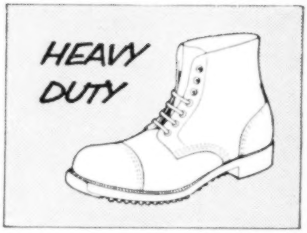

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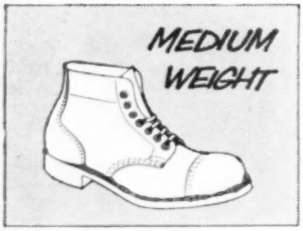
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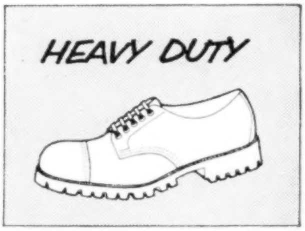

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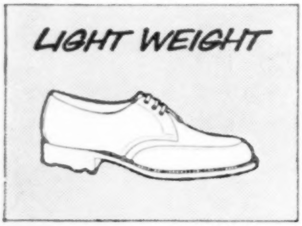
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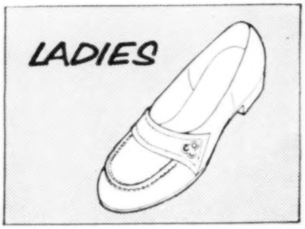

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PERSONNEL MANAGER

for a small rapidly expanding Company that is part of a large nationally known group. The Personnel Manager will assume responsibility for staff and labour relations, training schemes, welfare, and recruitment, and will be required to build up a new and dynamic Personnel Department based on modern lines and capable of meeting the Company's forward development programme. The position is intended to attract high calibre candidates aged between 25 and 33 who intend making Personnel Management a career and who currently have experience of working in a modern Personnel Department. The appointment is pensionable and a Company duty car is available. Initial salary up to £1,250, with good future prospects.

Brief written applications should be sent, in complete confidence, to
Mr. C. J. Duncan (1521), at
Associated Industrial Consultants Ltd., Bush House, London, W.C.2.

Associated Industrial Consultants

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FEMALE

PERSONNEL/WELFARE OFFICER

for their Mill at Feniscowles, near Blackburn, employing 850 people.

Applicants should preferably hold a social science diploma or have undertaken a recognised course in Personnel Management and some experience in this field is essential.

The position offers an interesting job with an attractive salary and the Company operates a generous pension scheme and free life assurance scheme.

Applications in writing should be addressed to the Personnel Manager.

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to recruit and interview staff; travelling; committee work; salary from £575 to £700 p.a. or £700 to £1,050 p.a. for experienced applicant. Good educational background essential. Six weeks' holiday p.a. Pension fund.

Apply:—
National General Secretary,
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108 Baker Street, London, W.1.

news and comment

by

Colin

Balfour

I HAVE moments when my puritan streak dominates, and I agree with those sour critics who casually damn our society as generally acquisitive and, man and boy, 'addicted to toys'. Perhaps the day of the power-assisted screwdriver—or knife and fork—is far distant; but it is obvious that the more gadget-minded we grow, the more materialist we become; and the worship of the pay-packet is inevitable. Before rushing to part-exchange your brain for a cash-register, I would like you to consider what Dr. Tredgold has been saying.

Head of the department of psychological medicine at University College Hospital, London, Dr. Tredgold has given solemn warning of the dangers associated with cash-craving, and the work it can give to personnel managers. He told members of the IPM's North London Branch at their last meeting that when an employee feels that his work is appreciated, he is happier and works harder than if offered extra money. "If he is made to feel important, he will worry about pay a little bit less", the doctor said, "and if he feels no one cares, it can lead to apathy".

In fact, he is against dangling extra money under the worker's nose as a work incentive: "For a time we can get some to work harder when more cash is offered, but in those factories there is a higher labour-turnover and more breakdowns".

When a person does not 'belong' to a group and has no sense of being 'somebody' at work, this double dissatisfaction leads to trouble-making and illness. "People under tension begin to think in more primitive terms. When they feel awkward, they throw their weight about". He added that there is more frustration today on assembly-work than during the time when craftsmen saw the job through from start to finish. "Time should be taken to point out to every employee just where his piece of work fits into the over-all pattern".

Though I doubt whether Mr. Blakeman of the Ford Motor Company would have endorsed the Tredgold dictum that lack of appreciation causes most of the stress in industrial life today, I was quick to accept the doctor's generalization that most workers in industry are working below their capacity. And why should I? For health reasons. You see, since under-employment was my theme in January, by agreeing with Dr. Tredgold in this instance I qualify for a pat on the back. And this salutary gesture and its benefits will be passed on to readers of my column in a guarantee of balanced judgments in the months ahead.

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PERSONNEL APPOINTMENTS (cont.)

Personnel Manager

A Light Engineering Company in London engaged in the design and development of power units with an expanding production programme invites applications for the position of its Personnel Manager. Applicants should be fully versed in all aspects of the personnel function as applied in a federated firm and have had considerable experience in negotiations with union representatives.

Applications stating age and full particulars of qualifications and experience to—

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Two new positions have been created in the

PERSONNEL MANAGEMENT

team of a N. Midlands manufacturing company employing approximately 6,000.

They are a

PERSONNEL OFFICER

who will be required initially to assist in Staff recruitment. It is desirable that he should be well versed in all aspects of the personnel function and that he should have formal qualifications, and a

TRAINING OFFICER

who will be required to assist in the planning and progression of apprentice, supervisory, graduate and management training and development schemes and must have had good experience in this type of work.

Successful candidates for either position must be prepared to undertake tours of duty as Personnel Officers in the Company's West African factory.

Age range 28-40.

Initial salaries in the range £1,100-£1,250 with prospects of early advance to a more senior grade and salary adjustments for overseas service.

The Company pursues a very progressive personnel policy and there are, of course, pension and life insurance benefits and the conditions of service common to modern progressive companies.

Both positions offer a considerable challenge and excellent opportunities for personal progress.

Applications should be made to Box No. PA66, giving all relevant details.

STAFF PERSONNEL OFFICER

An International Manufacturing Company is intending to appoint a Staff Personnel Officer for its new Head Office in the West End of London.

His responsibilities will include the recruitment of all clerical employees. At present there are 400 employees in the London office and it is expected that this figure will be doubled during the next five years.

In addition, the Staff Personnel Officer will be responsible for all the Company's personnel records and for the supervision of the Personnel Department's London Office staff.

Applicants should be men aged 35-45, preferably with experience in personnel work or as office manager.

The Company operates a contributory Pension Scheme with free Life Assurance.

This is an excellent opportunity for a man who wishes to make a career in a company which is progressive in this field.

Please reply with full details to—Box No. G4400A, C/o. White's,
72 Fleet Street, London, E.C.4.

PERSONNEL OFFICER

required by expanding engineering firm. The work is chiefly concerned with training but other personnel duties will devolve occasionally including employment interviewing. A salary of up to £1,000 p.a. according to experience is offered to men under 30 with good education, some personnel training and experience. Applications giving full details, including salary required, should be sent to the Personnel Manager, The Pyrene Company Ltd., Great West Road, Brentford, Middlesex.

SUPERVISOR (female)

A Hayes Factory has a vacancy for a woman aged between 30-35 to act as a supervisor in their Welfare Department. The duties entail supervision of cleaning and cloakroom staff and assisting the Factory Security Officer when required. This appointment carries a high level of responsibility and requires a person with tactfulness and an understanding personality to cope with awkward situations. Any woman who is in this age bracket and wishes to embark upon a most interesting career please apply in writing to Box No. PA 64.

APPOINTMENTS WANTED

CATERING CONSULTANT

Catering consultant, Fellow Hotel and Catering Institute, leading expert in industrial feeding and welfare advises on, or contracts for, industrial catering—Box No. PA-65.

by

Colin

Balfour

news and comment

"IT is not what the truth is but what a man thinks it is which governs his actions, and an attitude survey often reveals to management misconceptions and practices and policy of a nature which may cause resentment but of which they had been previously unaware".

This constructive extract from the annual report of the work of the National Institute of Industrial Psychology should have knocked strikes off the front pages of the more responsible newspapers. As Lord Piercy remarked at the AGM of the Institute, "the Government, the employers and the trade unions have all given anxious attention recently to such problems as restrictive labour practices and unofficial strikes. I venture to suggest that we have in the attitude survey a useful but as yet insufficiently-used tool for improving labour relations, productivity and the quality of industrial management".

Nothing but good has reached my ears concerning these expert surveys—with one exception—and the Institute cannot be blamed for this sad story. I visited a firm last September where the personnel manager was haunted by an NIIP survey, Two years old, in his drawer, proof of his suspicions about morale, supervision and middle management in the company, the survey's findings could not lead to action because the managing director relied upon the support of a servile team: a clear case of one singer, one song. The management re-shuffle would not take place. I hope the NIIP had their money.

I am certain the Institute will have a better reception for their research into the effects of the take-over on a 'victim company'. This report is in draft at present and will be published soon.

ANOTHER report that should be worth a second glance is the proposed booklet on redundancy policies which the National Joint Advisory Council suggested at their recent meeting. Two papers were read at this gathering, presided over by the Minister of Labour: subjects were the selection and training of supervisors and redundancy arrangements in industry.

This second paper advocated that, to be dealt with effectively, redundancy problems should be considered as an ordinary part of the responsibilities of management, even in a firm which might have good reason for hoping that it would never be called upon to operate a redundancy procedure. Consideration should not wait until technological development or a change in the market creates the problem.

I am happy to report that the Ministry's Industrial Relations Officers are being asked continually for more detailed information on current practices than is available in the Ministry's booklet, "Positive Employment Policies", which first appeared in 1958. The Council decided, after discussion, that material now being collected by the Ministry should be considered for publication at a later meeting.

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What Personnel Manager has not had to listen to complaints about how stockings catch on such and such a machine, or about how rough the chair edges are in the Office? Of all the clothes women wear, Nylons are the most accident-prone. Most women get through at least one pair a week.

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For details of how the scheme is administrated and of the modest special cut price rates for Industry and Business write, quoting number of female staff employed, to

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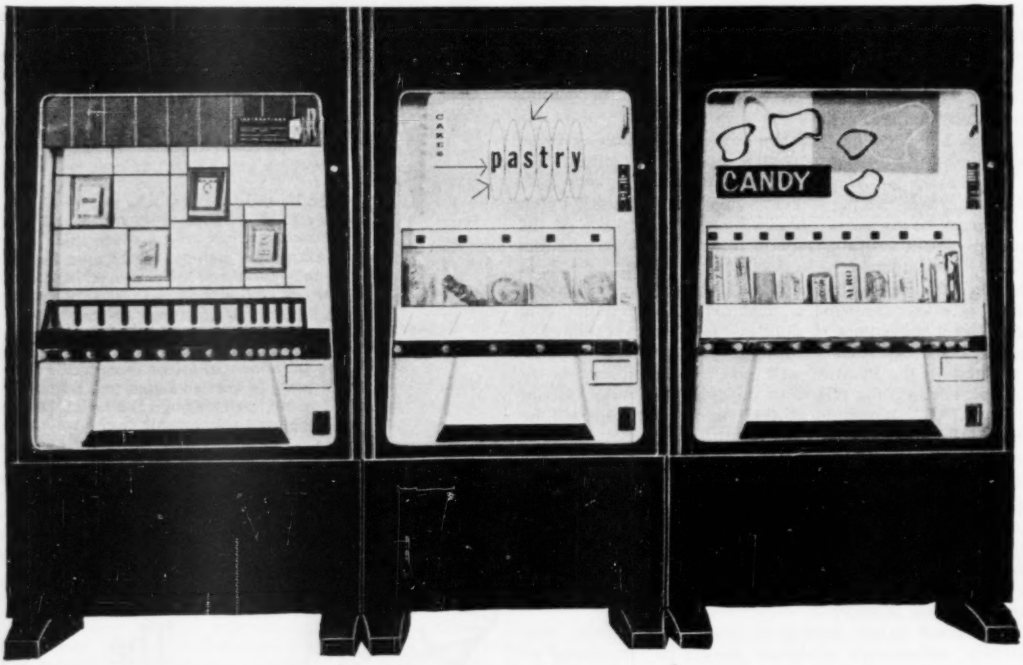

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Personnel Management

IN HEMEL HEMPSTEAD

by Owen Lloyd

I DOUBT whether the post-war planners, when they formulated their schemes for the new towns, imagined that they were about to re-write the industrial history of the preceding half-century. Yet that is precisely what they were doing with the inflexible support of employers and worker organizations, and, of course, backed by other unorganized groups of the industrial population.

Hemel Hempstead can claim to be no exception to this 'natural' evolution. When the first newtowners moved in, they were to be employed on 1½ million square feet of factory space on an isolated site overlooking the valley town. Companies were not slow to gravitate to this location, but with them they brought some of the less welcome characteristics of early industrial history. Employer lock-outs took firm hold on the working population, ensuring that once they were recruited they became permanent fixtures. Security of employment with a sinister twist!

Power of the floater

Throughout the 'fifties, expansion—the planned intention—became the key-word of every new and established firm. By the same evolutionary process, the employers' grip was loosened until the main problem has become a paradoxically undesirable mobility of labour. The floaters (only a dirty word for mobile labour) have a stranglehold on Hemel's new firms. And they are tightening it even further, in times of industrial expansion, by taking advantage of the high concentration of industry in Hertfordshire; not to mention the notorious motorized tentacles of a well-known Luton employer.

When I recently visited firms in Hemel, it struck me that they were now up to date. They have caught up with history. The question is: Can we look to new towns for a lead to the future? Or have we still to wait for more redeployment of industry in, say, Liverpool, Glasgow or Ireland before the way out is illuminated?

"WE must get into the schools before the children leave", says **Mr. C. Burton,** factory manager of **F. J. Bacon Ltd.,** a 70-strong firm making children's skirts, kilts and schoolwear. They could take in 12 full-time starters at the end of every term: "Last summer I got two".

Parents are Mr. Burton's biggest problem: genuine status-seekers, they have a high degree of resistance to factory work for their girls, despite the good pay. Head-teachers are better recruitment officers as far as this firm can see. Already there is a two-part scheme whereby 14-year-olds are given a guided tour of the factory, plus a number of talks on what it is really like to work in industry.

If the children are interested, they are given a second tour three months before the end of their final term. At this point Mr. Burton will give them positive terms of employment—bonus rates, canteen charges and menus, etc., and production figures (about 500 dozen garments a week).

And what about company loyalty once they have joined? After 50 years in the business, the firm has found that to get it you have also to give loyalty. "We feel it is wrong to take just anyone who applies for employment—just because you are short-staffed". On the laudable premise that "people are not naturally lazy", Mr. Burton is committed to the view that to lower the sights just a fraction in the early stages would mean lowering the prestige of employment altogether—"Not to mention the lowering in the quality of the product".

Inflexible on this point, Mr. Burton has seen the value of other less rigid aspects of the work. In view of a shortage of full-time female labour and the absence of local skills, Bacon have broken down manufacturing processes so that employees are now engaged on part-making. "You can get more production in this way than by employing part-timers on full-garment making. You can also train more quickly".

However, should a girl be particularly interested in making the complete dress, the company will pay for her to attend City & Guilds courses in the evenings. Currently, they have nine girls attending two nights a week.

More than enough

WITH a company that probably remembers the 1930's not so much for the Depression but for the firm's centenary, it is not surprising that they still make the highest demands of craftsmanship. Even so, times have obliged **T. Foxall & Sons Ltd.** to keep pace; so that now they employ two-thirds unskilled female labour in a work force of 110 people.

In this business of sheet-metal engineering and stove-enamelling, it was refreshing to have works manager **Mr. R. A. Baker** outline a small training scheme which undoubtedly holds greater value for the trainees than for the company itself. "We manage to take on about three 15-year-old school-leavers at the end of a term, and train them in a boys' shop which is based on the now dwindling tinsmith's art".

These boys are not true apprentices since they are engaged on production work, precision orders that are often for a one-off or at the most a 200 batch. During the days of National Service this scheme could be run so that the call-up at eighteen accounted for a good wastage: "Some came back to us; but, on the whole, most boys went looking for more general sheet-metal work after their two years".

The abolition of conscription has

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demanded a decision: whether or not to continue taking the boys for training when it is clear that they cannot all be offered employment as adults. The outcome of much management deliberation has been, as Mr. Baker explained: "We do not conceal the limited career prospects from the boys we recruit. We tell them it is better for a youngster to leave the company that has trained them".

Admittedly, Foxall probably manage to offer work for their customers at an economic price by using minors on production lines. But I still incline to the opinion that this company is doing more than lip-service to the idea that 'we all have a duty as industrialists to one another".

"IF we require more sheet-metal workers or welders—and I can't say we seem to very often—we pay them the rate for the job and a little more when it is possible". **Mr. Hendey**, director of **Roto-Finish Ltd.**, metal finishing specialists, operates a time-saved bonus system for his 100 employees, but even so, does not imagine that such a simple tactic has much to do with stabilizing his work force. "We try to upgrade from the shop-floor", and Mr. Hendey offers as an example his present plan to train an operator to fill a vacancy in the drawing office.

Here is a tougher man than his smile would have you think. His selection—on a strictly personal interview basis—is obviously stringent without recourse to scientific agonies. The fact that, during a structural expansion programme, men had to work with only a tarpaulin sheet between them and the elements, and that they did so without complaint, amply explains the type of man Mr. Hendey wants and gets.

Flexible management

THE colour processing division of **Kodak Ltd.** is happy to be one of the companies in Hemel Hempstead with a stable employment record. Yet in such a seasonal business as this, success has only been achieved through good Company policies and active management planning within the division.

Employing 1,600 full- and part-time workers in the summer (February to October, roughly) **Mr. F. Keep**, personnel manager of the division, brings this down gently to the thousand mark in the off-peak, winter months. But even then there is work to keep only approximately one-third of this force fully occupied. "We used to have to declare redundancies at Harrow," he regrets, "but now we have a system of winter work to avoid losing our people".

Some carry out maintenance work in the factory, which has to be spotless; some make the canvas carrying cases for the company's popular cameras; some make up linen bags for customers to return exposed colour films; and the linen gloves used by processors in thousands are also run up in the off-season. "But we also take in work like making ornamental cake stands; filling paint boxes; producing cardboard Easter-eggs; and compiling salesmen's loose-leaf catalogues".

Even more astoundingly, **Mr. Keep** lends his high-quality female operators to another firm where their production peaks and troughs alternate with their work. He is hoping that in the Kodak season, this other company will reciprocate to keep the millions of amateur photographers happy with the Kodak service.

Givers and takers

WHEREAS a number of Hemel's employers are worried by the lack of good-class female staff who fight shy of factory work, **Mr. T. S. J. Williams**, assistant to the managing director of **Atlas Copco (Great Britain) Ltd.**, is sitting pretty. Being responsible for the sales office staff, he can offer the girls what other companies fear they want.

But it is not necessarily the working surroundings that attract the girls, according to Mr. Williams. "Our saving grace is our hours of work: 9 to 5 (4.45 on Fridays) and no Saturdays". As far as wages are concerned, the company is first to realize when it is out of line.

Mr. Williams has made a careful study of the latest clerical wages survey carried out by the Institute of

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IN HEMEL HEMPSTEAD

Office Management. Using their classifications of job, area and age, he gradually evolved a wage structure which was introduced successfully six weeks ago. He would now like to see more firms using this form of grading so that some sense is pumped into wages in general.

Time studies—or rather work assessment—has also been introduced for clerical staff. Working on a degree of participation which he first organized for introducing the wage scales, Mr. Williams had individuals write down for him what they thought their job involved. Then, in conjunction with departmental heads, he applied tests to assess the jobs.

Aware that 'the rate for the job' may not suit the abilities of the employee, the company ensures that girls can be moved from departments or from individual tasks according to merit. " We achieve this internal mobility on the basis of whether the girl is prepared to help herself—maybe by way of attending classes ".

Last October, the company set up its management and clerical staff committee. Meeting monthly, its purpose is to disseminate information about the company's activities within the Group (no figures are given) and to enable employees to discuss their work with the management — excluding matters affecting wages and social matters. Through this committee, employees were informed of the introduction of the IOM grading system.

In the manufacturing division, managing director **Mr. A. E. Morgan** likes to keep a close rein on personnel matters himself; and, with 14 years' experience in the company, his main aim (apart from making a success of the business) is to guarantee his 160-strong production team full security of employment.

His system may not be unique, but it is surely effective. The first cushion against possible redundancy is overtime: the company can cut back quite considerably and still give full employment. At the same time, Mr. Morgan will never over-employ. To avoid this and to introduce his second 'cushion', work is sub-contracted, so that if they meet with hard times Atlas Copco can bring work back on to their own machines.

He expects a good return for this far-sightedness. Even at the works council meetings the first topic of conversation is production. Mr. Morgan soon gets his results. " When I outlined company activity to the four new council members I was delighted to be asked—first question—' What is our percentage export; and where do we export it?' "

Speeding-up adjustments

DIFFICULTIES of this young community are perfectly obvious to **Mr. A. J. Weston,** personnel manager of **Rotax Ltd.,** subsidiary of the Joseph Lucas organisation.

Arriving among the first batch (1952), Rotax brought some 40 of the Willesden personnel to occupy the then 50,000 square foot area—about a fifth of the present area. The challenge as Mr. Weston sees it is two-fold: to make personnel appreciate that they have to adjust themselves to a new and more demanding way of life; and, secondly, to achieve a proper balance in the work force between the inexperienced youngsters and the more mature workmen.

Maturity is brought off the shop-floor up the supervisory ladder. "These are the men who have the responsibility of managing people ", says Mr. Weston, " and since many of them are young, we must rely on their intensive efforts to gain experience quickly. No amount of training will replace it ".

" Forget that merit-rating and job evaluation are often denounced as unscientific and subject to misuse. They are of most use in other ways: for example, in examining the value, density and responsibility of the job ". Mr. Weston believes they are a discipline for management and supervision, as well as a means of rewarding good workers.

TECHNICIANS are in short supply, as **Gate Electronics Ltd.,** makers of precision equipment, have discovered. Managing director, **Mr. L. A. Smulian,** can report a rather nice reversal of fortune in that he has been able to recruit a number of ex-Vauxhall men. " Naturally, we have taken only those who appear adaptable, and keen to stay in this industry ".

Like all other employees, these men are first engaged on a trial basis. For direct operatives (there are approximately 180, mainly women), the probationary period is in the region of a week " although we can usually tell in two or three days if they are going to make the grade ". There is a further trial period for some of the works personnel, after satisfactory completion of which they are taken on to the staff list, giving them the increased status to which most people seem to respond nowadays.

Mr. Smulian has a training officer responsible to him. His effort has a two-fold purpose: to train operators in the actual manufacture of the product, ensuring quality, etc.; and, secondly, to enable them to get on to bonus work (time-saved type) as quickly as possible. This is usually as long as it takes to pick a good-un from a bad-un.

This managing director regards the present trend in the function of personnel managers as " business contacts between management and employees; as well as helping the employee in his life with the company ".

Safety fever

MANY good practices are naturally infectious. That is why the building extension to the **British Standards Institution's** premises in Hemel Hempstead must be one of the safest sites in the country: I have never seen such a high proportion of builder's labourers wearing safety helmets. **Mr. Roberts,** the testing-centre manager, assured me that the Institution had not insisted on their use.

Outside industry and the Civil Service, yet serving both—as well as the consumer—Mr. Roberts and his 50 or so engineers and laboratory assistants are engaged exclusively on the testing of various items of equipment which might bear the Institution's Kite-mark. It is certainly reassuring to know that, once a licence has been granted, three out of every 200 items in that range are tested at the centre.

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Personnel Management

IN HEMEL HEMPSTEAD

peak, where applicable. Should any one of these helmets not meet the required standard, six more from the 200-batch are demanded. If there is any defect in one of these, the entire batch is marked for total destruction. Other industrial safety items currently tested are safety belts for high working and for use in motor transport. Goggles too are now on the list.

Having the B.S.I. test laboratory on the estate, perceptibly influences the local safety habits

Good focus on employees

IT is no easy task for **Dexion Ltd.** to show their 200 staff the end product. ("We call everyone staff"). The miles of slotted steel angle produced from this glamorous building can do service for shelves in a factory across the road or for public stands at the Rome Olympic games. Nevertheless, production manager **Mr. J. Arnot** considers it worth the time to show a number of films on the use of slotted angle as they become available.

But even these do not have the value of this company's own £300 film of Hemel Hempstead—made by amateurs—which was shown at a three-day staff conference in London, two years before the actual move into the country. Having brought about 92 per cent of their London people with them, Dexion are convinced that the thorough way in which they set about planning and communicating the move has paid off. Moreover, they are convinced of the effectiveness of their whole communications structure.

Every Friday afternoon, supervisors are called in to be briefed on the next week's company activities. At a quarter to five that afternoon, work ceases in all departments while supervisors in turn disseminate the information to their own teams. "We can thus stamp out any rumours: complaints or questions can be answered on the spot, or at the latest during the management departmental tours on Monday morning".

Such a young company is exceptional in that it has worked a 40-hour week for the past 12 years. It is surely outstanding in the standardizing of its personnel policy: Christian names used both ways; free sickness scheme for all; three-quarters pay during illness for everyone; a 'blanket' pension scheme linked to wage and salary levels; no bonus system but a straight time-rate for all.

Incentives come from a sense of belonging to a first-class team. Joining Dexion is rather like joining a crack regiment, and, similarly, it is not easy to achieve. "We reckon to see 20 people before we employ one, putting them through battery tests on the NIIP system". This obviously pays off in loyalty (2 per cent labour-turnover) and is backed up by 'precise' financial rewards.

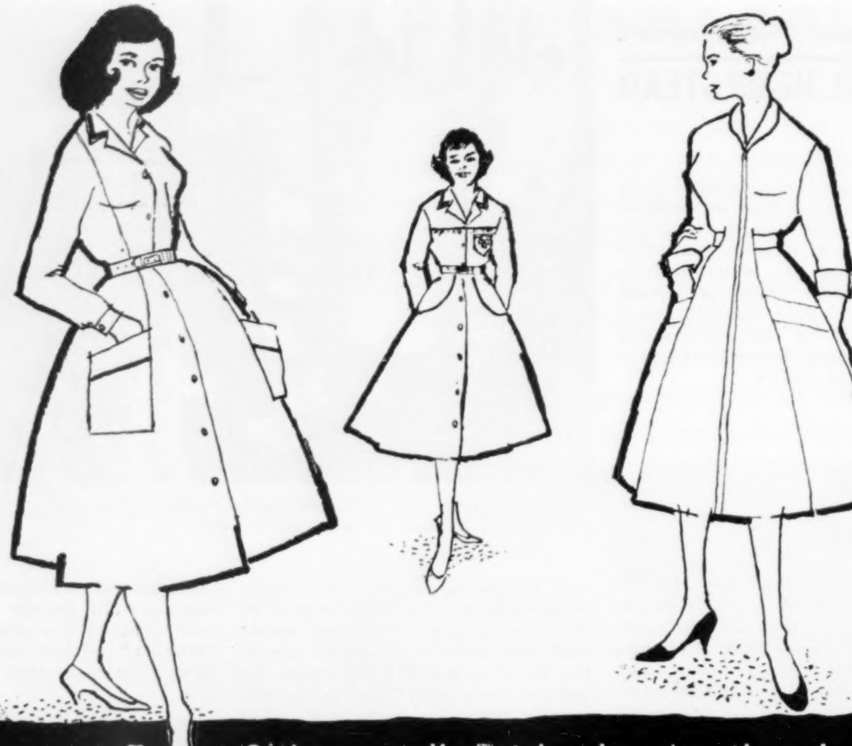
The Dexion suggestions scheme pays out 25 per cent of the saving on an improved job over a year, after the cost of putting it in. With a limit of £100 per individual, the company paid out nearly that amount in January. If you save the company anything over £40 in the first year from having a suggestion taken up, you are invited into the manufacturing manager's office to receive the award and to talk about the suggestion.

Linked with close supervision and management in the factory there is the system of awarding merit-money through a six-monthly assessment of every employee by his supervisor. "It is an excellent discipline for supervision to think about their staff", explains Mr. Arnot, "and it allows credit to be given often and adequately". The technique also permits criticism to be communicated in a company that considers its "problems with people to be more important than the technical ones".

Ready to leap forward

DESPITE their smallness, **The Stabilag Co. Ltd.,** with some 14 staff and 26 operatives, play a vital role in providing electric-jacketed equipment for research and industry. And while they are not large enough to merit the large-scale introduction of a vast order of personnel policies, they have in their chief accountant, **Mr. O. Bleier,** a man who is constantly feeling the company's pulse with a view to stepping up its 'personnel dosage' as soon as it becomes necessary.

In the isolation of the industrial estate, something as elementary as catering facilities can assume quite incongruous proportions. Stabilag prefer to provide their employees with a do-it-yourself canteen rather than to be obliged to share with a neighbouring company, as some others do. They also do credit to their membership of the Federation of British Industries. Should anyone ever seriously suggest the decentralization of wage negotiations, they will have Mr. Bleier to reckon with.



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Readers' Letters

Sir,

I read with interest the 'News and Comment' in your January issue. With one point in Colin Balfour's article I am bound to disagree: namely, that house journals persist in appearing relatively useless. Thus I have been stung to putting pen to paper.

Colin Balfour suggests that this type of magazine should be more serious, should adopt the motto "Business before gossip". Surely the house journal was intended originally for the employees and, as such, is entitled to a little frivolity and gossip which, after all, the employees of a company do like to read.

As I understand it, the house journal has two functions:

(1) to entertain the employees and keep them 'au fait' with the company's affairs in general

(2) to show customers, buyers, etc., the type of firm and the people with whom they are dealing, to create a good impression, and to improve public relations.

I must in all fairness say that greater use could be made of these journals, although no one rule could be applied to all companies. What's good for the goose is not always good for the gander.

C. M. Leeder (Miss).

BMB (Sales) Ltd.,
Crawley, Sussex.

Sir,

'House journals persist in appearing relatively useless, the approach is too casual and trivia predominate. Enterprising editors can be persuaded to make their magazines more serious: their motto might be business before gossip.'

Thus Colin Balfour in the January issue. I judge him to be a patient man: this is temperate language to use about what should be the smacked-bottom department of industry.

First: just look at the readers. Small groups within the 24 million at work who are earning the livelihood and creating the future of 50 million. Around 12 million see these magazines: their number should be greater, and might be if the magazines were better. So the readers are important enough for anyone's money—and there is room for development, not only among the rest of that 24 million *but among their families as well.*

Second: why have a magazine? There is no point at all—*unless you have something to say, unless there is a job a magazine can do for you better than anything else.* What can magazines do?

(1) They can *inform*; they can tell people what is going on, why it's going on; what is being made, or changed, or being stopped—and why; they can take plant, products, personalities, policies, premises and give the authoritative why and wherefore. They are better than a grapevine.

(2) They can *integrate*; they can relate chap *A* to foreman *B*, to chap *C*, to manager *D*; they can show people to their meaningful places. They are better than having faceless men managed by other faceless men.

(3) They can present the *image* of the company inwards; they can tell people what sort of company they work for, how secure it is, how competitive, how it thinks and orders its being. They have something to do with morale.

'Which of these things do we want our magazine to do?' (The company is speaking now.) 'If all of them, in what order, and with what relative importance? What other methods do we employ to achieve these objectives? How will a magazine complement, augment and support, even help to initiate (here it comes!) company policy?' In short, *what is the policy of the magazine to be?*

No overriding, all-pervading attempt to beguile, to produce something jolly for the reader's leisure. No crosswords, no woman's page—nothing that other publishers do better and that readers see plenty of anyway.

Dull? Not so long as people want information (and when will that stop?); are getting wrong or incomplete information from wrong or half-baked sources (and when will *that* stop?); not so long as there is information to give, so long as managers and editors are stimulated by their jobs.

'What other methods do we employ . . . what is the policy to be?' Clearly the employee magazine fits into the context of existing personnel and communications policies. It should 'complement, augment, support—even help to initiate . . .'.

Above all, of course, those policies must *exist*, for a magazine fits into them; it cannot be called into existence as a substitute for them. It is a powerful, and therefore important, *part* of a personnel / communications scheme. Alone, it is in danger of becoming nothing.

And yet we read that these magazines 'persist in appearing relatively useless', that 'the approach is too casual', that 'trivia predominate'. Part of 1961 might well be dedicated to taking Colin Balfour's advice, to seeing if what is too bad can't be made much better.

Richard Blythe,
Director.

Newman Neame Ltd.,
Fitzroy Street,
London, W.1.

Sir

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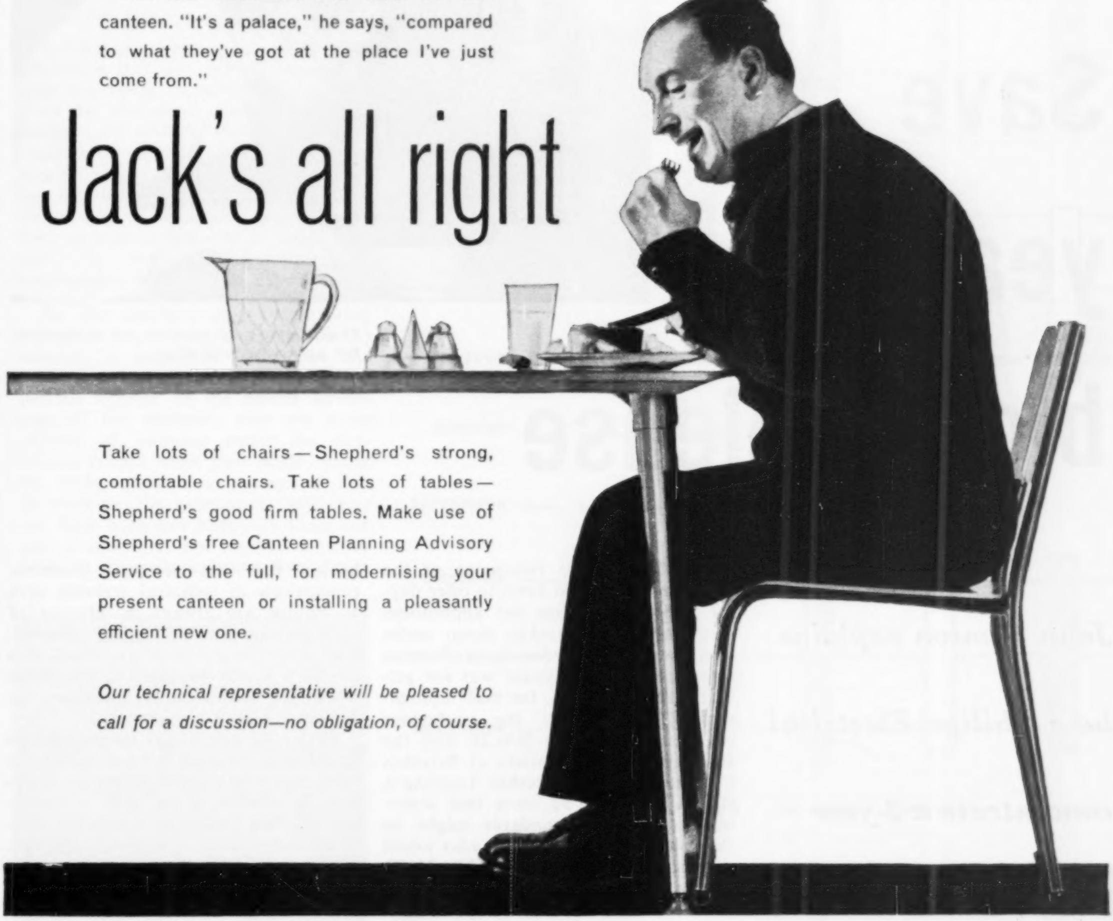

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Save a year by block-release

Philips spare no expense on equipment for apprentice-training

John Samson explains how Philips Electrical concentrate a 3-year City and Guilds course for craft apprentices into 21 months

JUST when the reluctance of the less enlightened firms to offer day-release facilities for apprentices was really being broken down under continuous bombardment, it became apparent that this system was not getting results—at least, for craft apprentices. In 1957, at the conference organized jointly by BACIE and the Industrial Welfare Society at Brighton (' Trends in Apprenticeship Training '), it was suggested by some that lowering examination standards might be the solution. One delegate who would not accept this proposal was Mr. N. W. Davies, technical training officer at the Croydon works of Philips Electrical Ltd.

He decided that the answer was full-time training—and college instruction—and he set about planning block-release courses, in co-operation with the principal of Carshalton Technical Institute. The result was that this Croydon factory adopted this method of further education one year before the Crowther Report recommended that: " Block release should, wherever possible, be substituted for release on one day a week." Just as legislation is normally a step or two behind the best accepted practices, pacemakers in technical training such as Philips are always in advance of such forward-looking reports. Indeed, their experience with block-release was available to the Ministry of Education when the White Paper (published in January) was in preparation.

Under the day-release system, Philips found that students tended to detach their academic studies from their training in manual skills and, in consequence, the resulting academic standards were often disappointingly low. However, sustained study courses for students attending college for the higher education courses had been in use for some time; and it was on this framework that the block-release system for the company's craft apprentices was built. The adoption of this system also enabled Philips to take on more apprentices.

Attendance at the Carshalton college is for three periods of three months during the first two years of the apprenticeship. At the end of each study period, apprentices sit an examination, the final test being the intermediate examination in machine shop engineering set by the City & Guilds Institute.

The usual period for an apprentice to reach this standard is three years. By block-release, the Philips apprentices are ready to sit this examination at the end of two years—and without any significant wastage. So far, their examination successes have equalled the national average at the intermediate level for students who studied under day-release schemes.

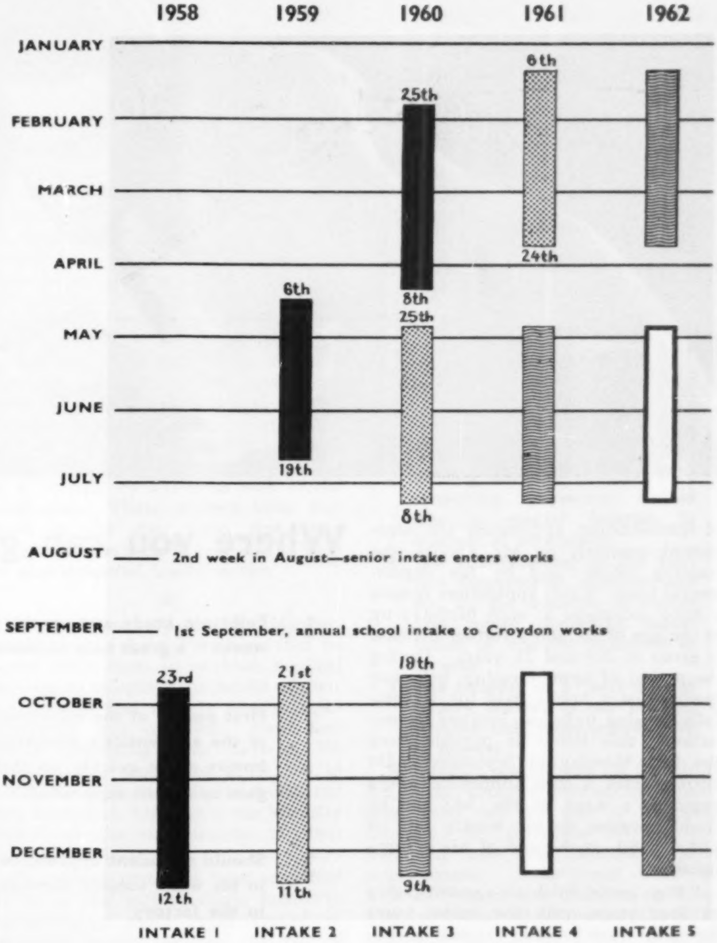
A further advantage of the Philips scheme is that two groups of apprentices are being trained with the company at the same time—one group being at the college while the other is undergoing practical tuition at the factory's training school. Naturally, this has enabled the firm's skilled training staff to give maximum attention to each apprentice while he is under their care, by restricting the numbers employed in the school at any one time.

As the machine-shop engineering courses at the college are based on the theories of workshop techniques, the prolonged works and college training periods operate to the fullest advantage of the students, who are more capable of learning under the day-release system when they begin, under the Philips scheme, at the age of 18½. In addition, the apprentices who may not have been too happy in their last year at school, do not respond as many have to day-release, when they begin factory work, by regarding it as further small doses of penal servitude or as an imposition by management.

On completing his second year, the ability, aptitudes and temperament of the apprentice are assessed by the training staff; and the boys leaving the training school are interviewed by a board drawn from members of management to determine which departments should receive these apprentices. Each apprentice is given a 'map' on which the next three years of his working life are plotted. Boys become attached to a 'parent department' for the whole of this period and, although they must necessarily work in other departments to gain additional experience, absence from the parent department never exceeds six months at a time. This specialization helps departmental heads to assess the skill and ability of the apprentice before offering a position in his department as a journeyman.

The attitude of the Philips management to these apprentices can be gauged from the practice of making a grant of £15 to each youth to purchase the tools of his trade at the beginning of his third year; and during this period

Introducing block-release at Croydon



Bound for the drawing-office, this 17-year-old girl trains on the apprentices' bench

From Nyasaland, Anthony Fluellen (left) came to join Philips

of specialization, apprentices are interviewed quarterly by Mr. Davies, the training officer, and by the departmental head. Craft apprentices receive a fixed increment at each birthday up to the age of 20, and a further increase is given at 20½ and 21 years. During the period of apprenticeship, boys can qualify for a bonus paid for successfully passing technical institute examinations: this bonus is payable from the first Monday in September. On current rates, a craft apprentice would begin at a wage of 58s. 5d.; and he could progress to the weekly rate of £10 16s. 8d. at the end of his apprenticeship.

" Boys could finish an apprenticeship in four years, with the initial boost we give them." Mr. Davies is convinced that this is now possible. Indeed, critics of the Government White Paper (the 'Technician's Charter') have remarked on the weakness of embracing a new system which perpetuates five-year apprenticeships when, in other countries, shorter courses are deemed preferable.

Although this Croydon works is a good size, the number of skilled men does not exceed 180. Philips are therefore both shrewd in having as many as 50 apprentices—they will probably keep the cream of each year's intake, even though there are no ties—and generous in providing such notable training for youths who would not easily have secured craft apprenticeships in the Croydon area.

Where you can gain—

1. **Full-time study and work (plus homework) over a period of 10-12 weeks is a great help to students and is more stimulating to teachers**
2. **First period of the full-time course can cover the first three months of the apprentice's probationary period. If he is not suitable, it is known more quickly, so that both the apprentice and the employer gain by a swift separation**
3. **Should a student apprentice fail in one subject, then he can catch up in his weak subject through evening classes during his next period in the factory**
4. **If the student is withdrawn from the block-release course for some reason, he is still free to attend part-time day classes to obtain the City & Guilds intermediate certificate before he is twenty**
5. **Opportunities exist for more liberal education, and more time can be devoted to the vocational subjects**
6. **Maximum-utilization of machine tools is realized by the firm. When one group of students is at the College, another group is busy in the 'apprentice-shop'**
7. **The course is regarded as a part-time day-release course and no fees are payable by students under 21-years of age**

VIEWPOINT ON OCCUPATIONAL HEALTH SERVICES

by R. D. Moore

WHILE the welfare philosophy behind our national health service is being dispute by the Government, the Labour Party, the *Crossbow* men, and everyone who has ever had a bad cold, it is a relief to see that little disagreement exists on the need for an extended occupational health scheme.

Both the Minister of Labour and Lord Taylor, who is medical director of the Harlow Industrial Health Service and (from outside politics) Professor Ronald E. Lane, Nuffield Professor of Occupational Health at Manchester University, have all presented arguments recently for improved factory medical services which no employer can ignore.

Let us have a good look at the first-line of defence in the battle against lost-time through accidents and illnesses. In 1957 alone, 275 million working days were lost in Britain due to certifiable industrial incapacity and, according to Lord Taylor, nearly half of this loss came through minor accidents and illnesses that could have been treated at work—if the facilities were available. These figures might be compared with the 8½ million working days lost because of industrial disputes in the same year.

In this country, we have some 220,000 factories, and 180,000 of them employ 25 people or less. Apart from the occasional official inspection, the first-aider is the only link with the health services. Even in larger factories, the role of the first-aider is vital—in Lord Taylor's opinion—because in most of those firms employing 250 or less, a trained industrial nurse is hardly an economic possibility.

A general shortage of people trained in industrial first-aid has been revealed by official investigations, and inefficient and inadequate first-aid facilities in many, if not most, workplaces. The Ministry of Labour has taken action to bring first-aid boxes in line with modern needs; and the next stop must surely be to modernize the training of first-aiders. From three years' experience of what these 'front-line' workers actually do in Harlow New Town, Lord Taylor and his colleagues have evolved an up-to-date system of first-aid teaching.*

Since no more than one per cent of all factories employing fewer than 250 people have any proper medical services (although they contain over half the total factory population), the Harlow health workers feel that the answer must be in group industrial health services— such as the Nuffield Provincial Hospitals Trust have sponsored at Slough, Harlow and in the Central Middlesex area. Firms employing only 20 workers, for example, could then enjoy a service supported, as at Slough, by 205 firms with 19,700 employees. These doctors look forward to the day when first-aiders everywhere will be linked with a local or area industrial health service.

★

In the foreword to the Ministry booklet†, Mr. John Hare says that he wants more firms to establish medical services to safeguard the health of their workpeople and that is why this information was collected. Four factories employing from 231 to 300 workers, five employing from 500 to 1,000, three from 1,000 to 5,000 and two more than 5,000, gave the Ministry details of the organization of their medical services.

Fear about costs has been suggested as being the largest single factor in preventing a more rapid spread of industrial health services. Of the 14 schemes described in this booklet, seven cost less than £2 a head each year, five cost between £2 and £3, and the other two cost over £3. But, on a conservative estimate, the annual recurring costs of the medical scheme were more than covered in lost-time savings; and the long-term benefits of better health and morale were regarded as a bonus by the company and the employee.

Naturally, the reasons why firms decided it worth while to spend more money voluntarily on medical supervision varied according to the industry; but most agreed that the medical examination on engagement safeguarded both parties, that speedy attention to accidents and incipient ill-health saved time; and the general effects of a good medical service certainly improved relations at work.

★

However, the proposals of Professor Lane, if they gain acceptance, may help to create an atmosphere in which co-operative responsibilities for extending occupational medicine will flourish. He wants to see:

1. **An occupational hygiene service to provide scientific advice on the control of the physical environment**
2. **In each teaching hospital, one consulting physician should take a special interest in diseases of occupation**
3. **The strengthening of the Factory Inspectorate, medical and lay, by the addition of nurses who would undertake supervision of first-aid treatment in an area**
4. **The training of a 'network' of factory doctors in our medical schools: only three centres exist at present.**

Although a sound basis for industrial health has been established by legislation, each day the gap is widening between the standards of the enlightened and the minimum legal requirements. This trend must be arrested, before the situation is complicated by partisan threats. The TUC magazine, *Labour*, says that "it is up to trade unionists, wherever they have any degree of power or influence, to utilize the experience noted in the Ministry of Labour report (above) as a weapon".

Of course, it is the right of trade unionists to make such demands but, would it not give the less progressive employers an excuse for postponed action, if improvements were suggested first with militant pressure from the unions. The shrewd employer will anticipate such opposition.

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* *'First-Aid in the Factory', by Lord Taylor et al., Longmans, 10s. post paid. Obtainable from Business Book Centre, 109-119 Waterloo Road, London, S.E.1.*

† *'Health at Work': distributed by the Ministry of Labour.*

Leave it to the other man

For an office design, or face-lift, these contract furnishers offer free a top-quality service

by Stephen Gregory

IT is a particularly courageous man who will usurp his wife's furnishing role. His not to pick and choose: his but to sign the cheque and wear the right clothes to blend with the domestic surroundings.

Yet the businessman who conforms within fine limits to these accepted rules often asserts his full independence when he enters the office. Regardless of the pained winces of his secretary, oblivious of a certain slackening off in staff morale, he will regularly put his signature to an office equipment order that even his best and most understanding friends would disclaim.

Perhaps it was a degree more sympathy for the tasteless buyer that led Henry J. Ryman to establish his contract-furnishing service. Whatever the reason, this London company continues to hold out a guiding hand to the businessman who wants only to please himself—and his staff. In a year when office conditions are receiving such publicity and legislative attention, it is hardly surprising that the offer is being eagerly accepted.

The country, slowly disappearing under new and improved office blocks and factories, has no shortage of executives—more and more of them personnel staff—who welcome any way in which they can match office-consciousness with a similar measure of design ability. For, while they are aware that the Offices Act will necessitate action, they are often at a loss to effect it.

Balancing act

This is where the Ryman service comes in. Whether a brand new building needs fitting and furnishing, or whether existing premises require a face-lift, the company will introduce a team of commercial and architectural advisers to apply themselves to the individual problem.

As a Ryman spokesman explained: "You need both kinds of expert on such a project". Left to himself, the commercial wizard could produce an admirably economical project—and a hideous one. Similarly, the architectural man might fall foul of his own imagination, dreaming up a beautifully exorbitant office or suite—beyond the client's pocket.

The preservation of such a balance complements other Ryman ideals. "We are affiliated to no one individual manufacturer, and stock only those articles we have known through our experience to be of the highest quality". A third anchor for the aim of presenting a real choice is achieved by seven remarkable showrooms, each containing the entire range of furniture offered by Ryman.

Since every business puts certain limitations on its spending—limits determined by the depth of the company pocket, the status of the individual or the area of the premises

—Ryman have seen the need for similar flexibility in their stocks. Taking desks as a status as well as a function symbol, it is possible to work an almost inexhaustible permutation. As a Ryman customer you may need or long to shelter behind the impressive bulk of an £80 Abbess conference table. You may equally well feel more at home with a smaller, simpler Leabank model at less than half the price. Perhaps you have an aversion to wood: in that case, the Harvey all-steel range —diverse in design and cost—may be what you are looking for. Or, you are entitled not to know which is best suited to you.

In the general office or typists' pool, needs may be even more diversified. Is it better to have matching desks and filing cabinets? Is contrast the order of the day? Individual desks, or working stations? These are all questions that can be partially answered by looking through a Ryman catalogue.

It is necessary to insist on 'partially' because the provision of this wide choice of equipment and furniture is only half the Ryman picture. The company is not in existence solely to offer one of the widest choices of office furniture in the country. Its primary aim is to enter into a contract whereby it will provide its customers with a planned office in which to set off the equipment.

On a purely consultative basis first of all, the Ryman team of advisers moves into any office in the country, ready to begin a complete appraisal of the client's needs. Depending on individual requirements, they will tackle the problems of heating, lighting, air-conditioning, soft furnishings, records systems, filing cabinets—anything for any office, be it the general accounting or typing room or the boardroom. In fact, the service appears prepared to offer anything from a pin to a palace.

Naturally, they recognize that clients have already formulated certain ideas of their own regarding the way in which they wish the finished project to look. Within reason the team will then start to draw up its proposals along appropriate lines: bearing in mind always that the customer's pocket has its limitations.

Having analyzed the present position and the requirements for future development, the team draws up a complete architectural plan of what it considers would suit the specific situation. Drawings with appropriate costings are subsequently submitted to the client who will then be in the fortunate position of being able to pre-view a possible design for his offices without its having involved him in any outlay.

Should the design be not totally acceptable—from any or all viewpoints —it is possible that the complete appraisal will be turned down or modified. At this point there is a parting of the ways. Should the design plans be unacceptable, the client may then conclude dealings with Ryman. In such a case, the matter is forgotten and the team departs, still without involving the particular enquirer in any financial outlay.

A fair fee

On the other hand, it may be agreed to have the design redrawn or modified in minor details. In this case there will be some charge over and above the cost of the equipment needed to realize the project. Of course, the cost of the equipment or furniture does not increase by virtue of its having been 'built in' to a particular scheme.

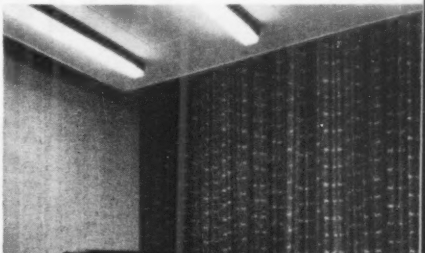
In other words, the Ryman service in its most uncomplicated and straightforward form, will cost a firm nothing that would not have to be paid for a do-it-yourself office furnishing project. Similarly, they cannot offer to furnish an office with specific items at a cost lower than is obtainable elsewhere. Like any business, they have their own special terms for quantity goods. Where the saving does come in is in the provision of expert advice on a problem that, in amateur hands, could appreciably increase the ultimate cost to the firm.

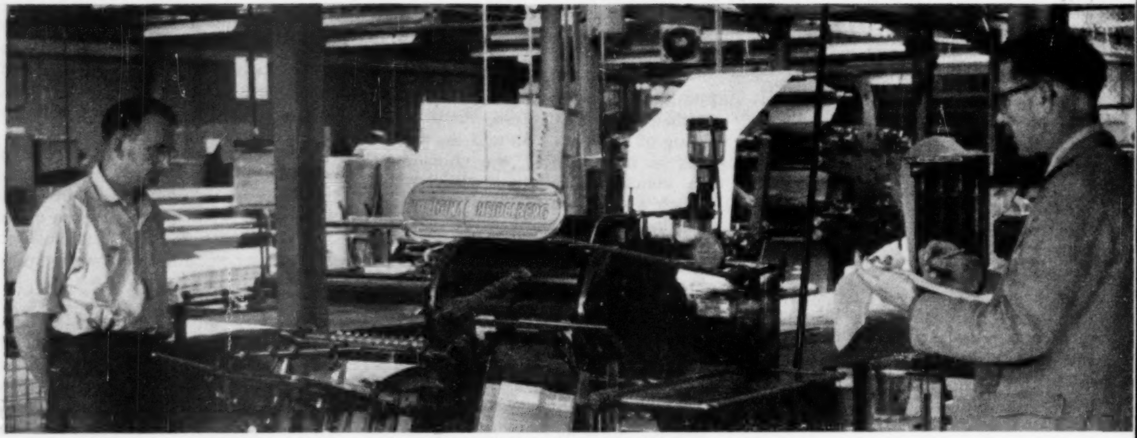
But there is more to it than that, in 1961. With a strong yet small nucleus of well-designed offices now in existence, the snowball is bound to be quick in gathering. It is likely that fashion will dictate an advance: much more than legislation.

Should this be so—and there is every indication that it already is— office conditions will inevitably weigh more heavily in the recruitment stakes than at any previous time. If wage levels continue to even out; if luncheon vouchers have already become common bait; then there is no doubt that physical surroundings will be subjected to much greater scrutiny.

Perhaps it will come even closer home than that. Here is an attraction in which the executive will not be excluded. The man who calls in the consultant may come off best in the long run. Order Wilton for the masses—and take Persian for your pains? Surely it pays to be in at the beginning.

This transformation is the work of the Ryman consultants





Spicers caused no bad feeling with their time studies

This Happy Spiral

Fair work measurement and precise incentives led to higher wages and brighter prospects—as productivity climbed at this Spicers factory. Over the past four years, production has increased by one-third, while the number of employees dropped by a third

IT all depends upon the driver. Whether it is a motor-car race or a production 'handicap', if the man behind the wheel does not want to put his foot down, the best machinery in the world and the most co-operative labour force in support will not make success inevitable. As you might expect, there are probably more than a few executives with Spicers Ltd. who are a little envious of the drive of Mr. B. E. Monck, general manager of their Sawston stationery factory: he is a full-throttle man whose impact on productivity in this factory has become measurable in a few years.

Though Mr. Monck would not claim full credit for the recent streamlining at Sawston, he has clearly been a key man in the reorganization there. He joined Spicers in 1954 as technical advisor, and the firm is not ashamed to admit that he brought the spirit of modern technology to stationery manufacture, which has been largely a traditional craft.

Until 1956, the Sawston factory was run on 'traditional lines' but in that year a survey showed that increasing competition called for a new approach. Lying third in the stationery stakes, Spicers decided to make an effort to gain a larger share of the market. To implement this policy, a radical modernization of manufacturing plant and methods of working was called for. Fairly sudden changes were in store for employees at this factory, a few miles from Cambridge, producing personal stationery, manuscripts and duplicate books, tag labels, printed wrapping papers, envelopes, toilet papers as well as full and half bound books.

The first phase of the reorganization, concentrating on the improvement of existing facilities, has now been completed. A new management team organized a simplified work planning system, stock control was modified and integrated with production control, new plant was designed; and the whole new system was energized by an incentive scheme.

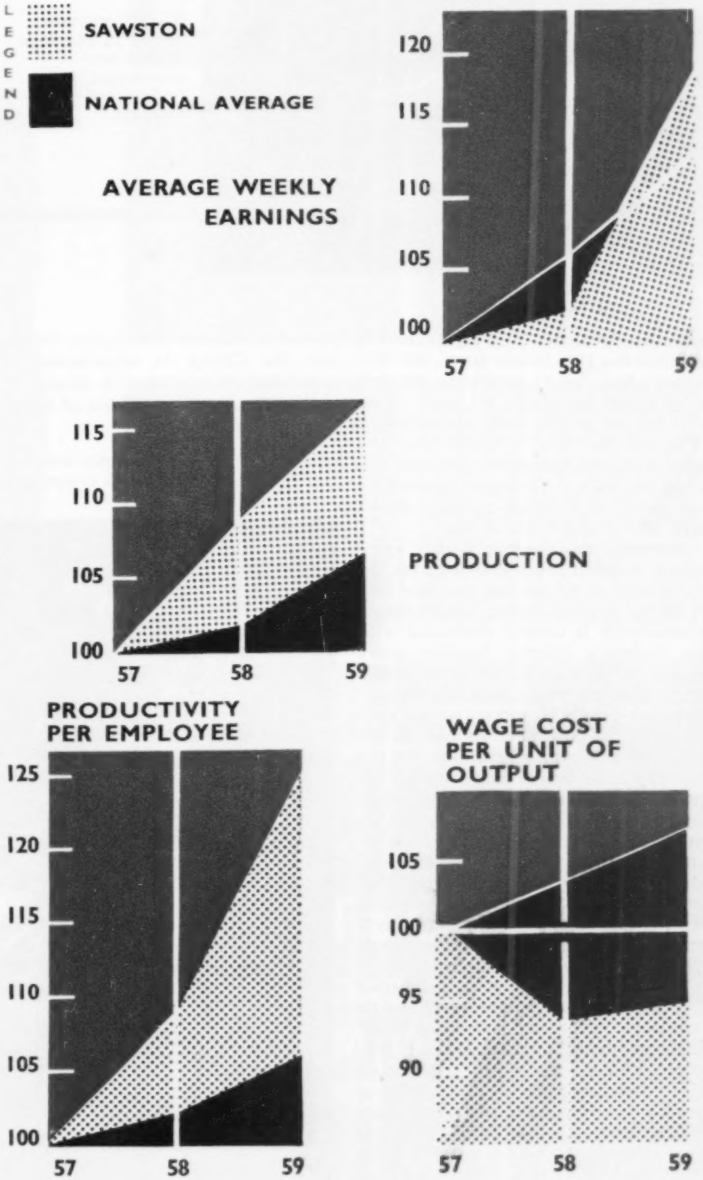
As long ago as 1949, a work-study department had been set up with the aid and regular 'servicing' of a firm of consultants, and no troubles were sparked off when the first work measurements were communicated to the unions. Today, through the supervision of Mr. G. P. G. Peters, production study engineer, the new management are developing a really efficient incentive scheme. This is based on a standard costing system, which covers every operation in the works, in which allowance is made ('standard values') for the performance of both the machine and the operator.

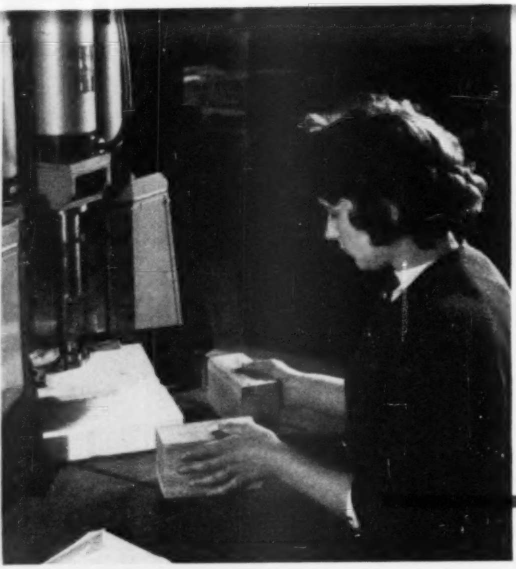
Operatives are given a full work specification. Each day they fill in a work-docket to show the bonus section what they produce. Jobs are allotted so many 'standard production minutes' and the individual performance can be measured daily in the bonus section against 'clock minutes'. At Sawston, the system is worked so that each day's effort is recorded, by the supervisor's hand, before 4 p.m. of the following day on a board placed near each group of machines.

The result is that everyone knows exactly how his performance stands in relation to daily and weekly targets. A man knows at a glance if he has earned three shillings extra yesterday—he might try for five shillings today. Or maybe the girls do more of this short-term thinking for their 'little luxuries'. Anyhow, on average, earnings for men and girls have increased by something like a pound a head under this scheme; and the men often take home around 44 shillings bonus money.

Some 430 employees are working

Record-breaking from every angle





Higher operator output in envelope cutting was encouraged by re-designed machines

today at Sawston. This figure is 130 less than the 1956 labour force, and this saving has been achieved through natural and inevitable wastage. It is true that six people were redundant in 1956 and Mr. Monck admits that the gesture of their dismissal, though unavoidable, had a symbolic significance—a show of firmness perhaps rather than of unsympathetic strength.

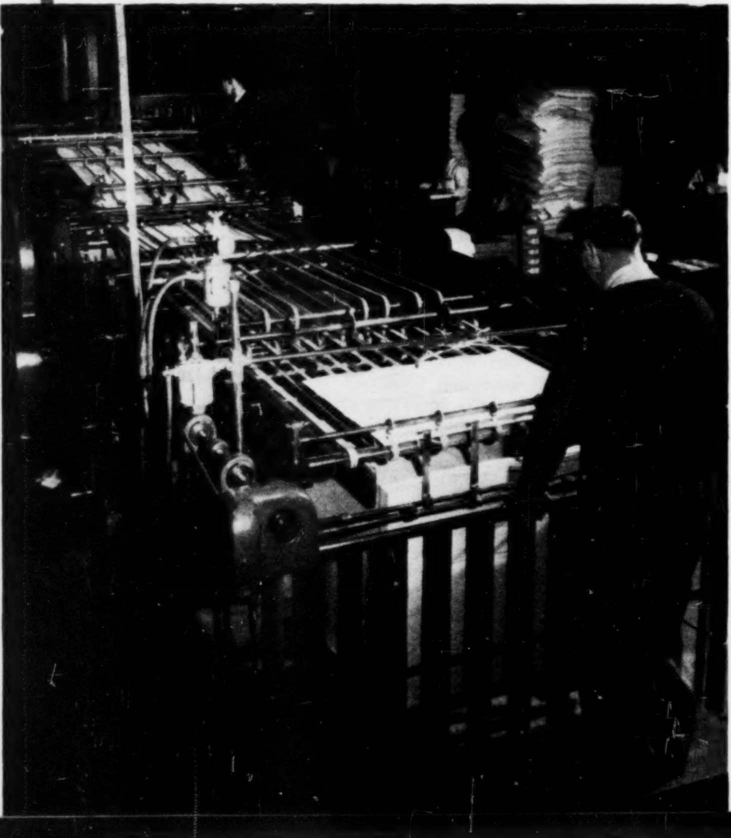
Although the average weekly earnings at Sawston are higher than for the industry as a whole, the cost per unit of output is much lower. The increased productivity is closely connected with the incentive scheme because every worker is fully aware of his own output and of the whole factory's production progress. With targets set for each job, competition among workers is very keen. Whilst average earnings for the industry have been rising by approximately six per cent per annum, earnings in Sawston, after having increased only 2½ per cent from 1957 to 1958, soared by 16 per cent in the next year. More efficient work organization has made this possible. And the existence of a suggestions committee gives employees the chance to submit their ideas to improve productivity.

Instead of resenting the dynamic approach of new management, Sawston employees have been pleased to benefit from their improvements: higher morale, increased job satisfaction, bigger wage packets and brighter employment prospects are their common experience. Interest in the firm is also stimulated, as in other Spicers units, by a profit-participation scheme. The directors set aside a part of the annual profits for distribution throughout the Group in accordance with individual pay rates. A single cash payment is made at the end of November in time for the Christmas shopping spree.

It is no good calling in consultants to assist with a modernization programme unless their recommendations are vigorously applied. Intermittently over the past 11 years, consultants have been making surveys and devising better production planning for this Sawston factory, but it required a fresh management team to capitalize on their advice. Mr. Monck and his colleagues are now ready to go ahead with a new factory extension of 60,000 sq. ft floor area to meet the increased demand for stationery and, more satisfying still, to hang on to the increased share in the stationery market as a result of their innovations.

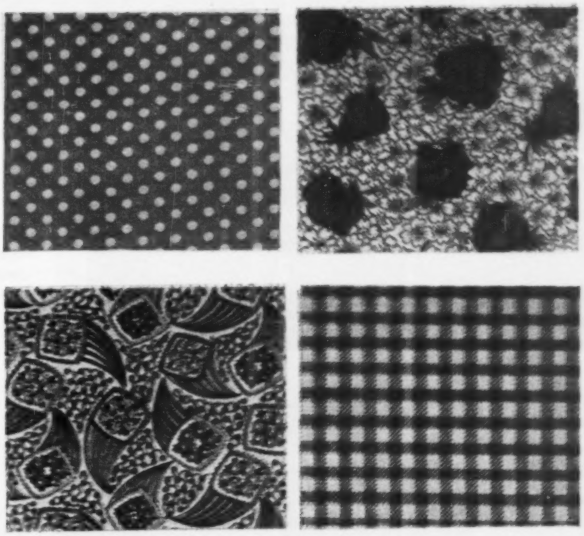
Spicers employees are already enjoying higher earnings and brighter working conditions in the present Sawston buildings—they too have been modernized as far as possible; and employees are noticeably pleased with the prospects indicated by new factory buildings, knowing that first-class work organization and fair bonus rates guarantee their stake in the prosperity ahead.

Everyone benefits when incentives are based on sound work organization



The Fabulous New

fancytect* aprons



Women's Fancy Patterned fabric reinforced Proofed Aprons

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Fluorescent lamps, panels and tubes behind louvres give this reception area a distinctive atmosphere . . .

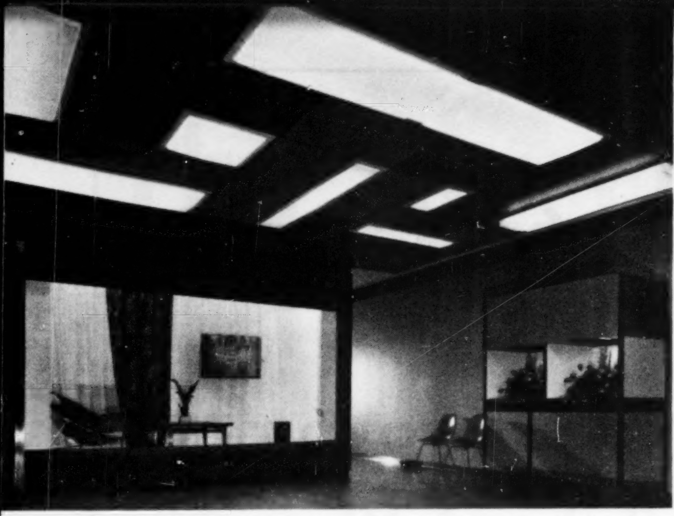
On the bright side of work

Though Elton Mayo found it hard to prove, good lighting and productive efforts are closely related

IF Thurber's aunt worried about electricity leaking into the room when a lamp was removed from its socket, she would certainly have felt safer in an average British office where even the light has difficulty in penetrating the lamp-casing.

Yet one stimulus to mental and physical effort is known to be a matter of lumens a square foot. Translated into business terms, the more lumens the greater the productivity and accuracy of clerical work, and the less absenteeism and staff turnover. Ideal standards have been offered and costed: new

. . . and yet such indirect illumination would not suit the typist who wants machine and book shadow free



Electronic colour-change lighting puts extra life into a display

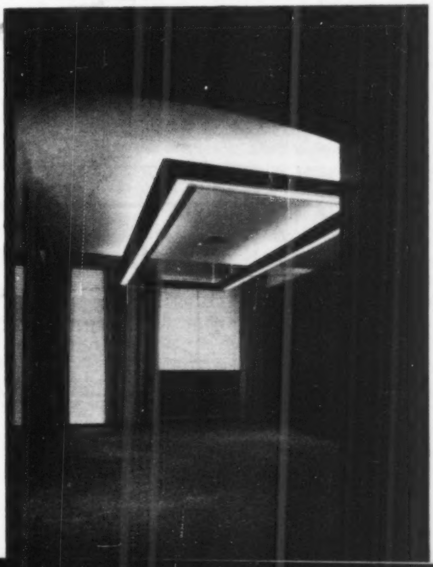
Continuous fluorescent fittings supplement daylight for those farthest from the window

recommendations (out this month) give 30 lumens a square foot from fluorescent lighting as satisfactory for efficient and physically comfortable offices.

For the management that looks first for the 'economic rate', such conditions cost a mere eighteenpence a week for each member of the staff —in comparative figures, the money it takes to type and post a routine letter.

If you think that it could not apply to your office, look hard at our pictures, and the fact that most offices have not changed their lighting systems during the past 10 years. (A 1948 survey produced evidence that lighting was only a quarter of the desirable level.) Better still, take a lightmeter and measure the density for yourself; then consider the British Lighting Council's claim that, individually, most people would choose 200 lumens a square foot as 'the right degree of light'.

by Peter Wright



Light-coloured venetian blinds will extend interior brightness

Smethursts

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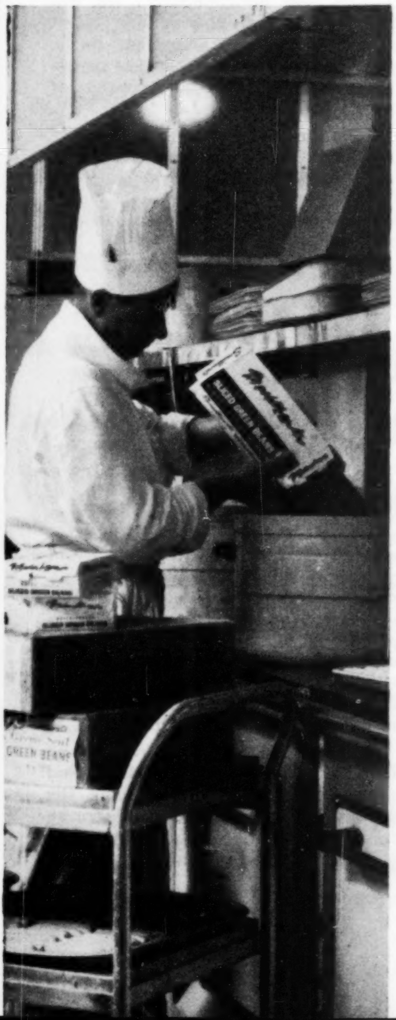
The Big Freeze Is On

says Richard Bates



Now meals at work will taste just as good as 'home cooking'

A CERTAIN degree of rigidity has become the conventional complaint against catering managements, on both the commercial and institutional plane. Workers often resort to sandwiches; private restaurants could do better business; and school and hospital meals come in for more than a fair share of abuse.

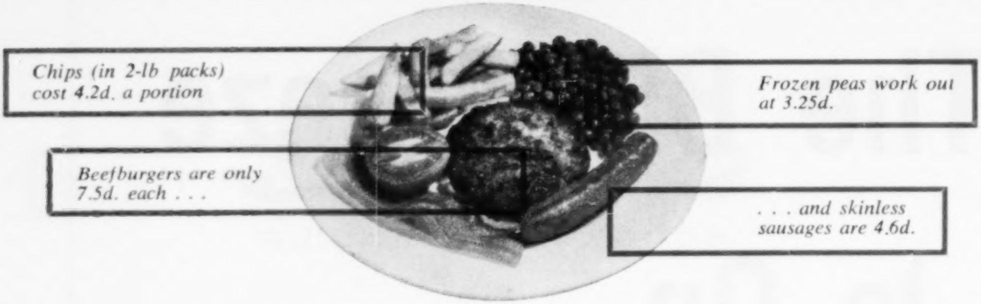
And yet we have witnessed more than a *petite révolution* in catering practices in post-war years, which is not surprising in view of the pressure applied to most catering managers: industrial canteen subsidies are only 'tolerated' by Board members; labour is not only scarce but expensive when you can get it; food prices fluctuate unpredictably; and dieticians in a factory's medical centre are constantly increasing their demands for good food.

The cause of this revolution must be largely attributed to one particular development—itself post-1945. The introduction of quick-frozen foods for domestic as well as industrial kitchens must have been the biggest anodyne for the catering manager's headache. A 17 per cent increase in non-domestic distribution of frozen foods bears that out: over £1 million more spent on it in 1960! This is an effect of a previous cause: the £40 million retail sales.

Why can we be so sure that a progressive method of food distribution such as quick-freezing is responsible for so much relief to catering management? Mainly, I think, because experienced users have been so free in their acclamation of the products.

Employee resistance has been most easily disposed of. In the first instance, the figures quoted earlier demonstrate quite simply that this method of distribution has caught firm hold of the domestic market. Even the small village store now boasts its own deep-freeze cabinet. In no factory have I heard of workers objecting to being served with food prepared in this way. It is doubtful whether they noticed the change in some cases. Moreover, it seems highly probable that quick-frozen foods are about the only way of ensuring that a worker can obtain in the industrial restaurant as good a meal as he expects at home: surely, a goal that industry has been trying to achieve for a long time.

It is this important comparison that takes us over to the management side of the picture. A dilemma has been with industrial catering managers for some considerable time: to attract employees to the restaurant by putting on appetizing menus but, at the same time, to keep costs within the stringent



Chips (in 2-lb packs) cost 4.2d. a portion

Frozen peas work out at 3.25d.

Beefburgers are only 7.5d. each . . .

. . . and skinless sausages are 4.6d.

limits imposed by company policy.

Initial costs of quick-frozen foods may indeed appear prohibitive. At first glance, the portion cost of the highest grade of *Smethursts* peas (3.25d. for a 2-oz. portion) is somewhat alarming. Yet, it must be looked at relatively if a fair comparison is to be made with fresh vegetables.

As the catering manager of a light engineering firm serving 120 complete meals a day observed: " Frozen food is ready for quick use. There is a basic saving in the labour normally required to prepare fresh foods ". What he, and many others with similar views, really mean is that the cost can be defrayed over a number of ' overheads ', including the rising cost of labour. Also figuring high in the list of positive savings, we have heard from several sources that portion-control must be reckoned with.

In fact, it seems reasonable to assert that, before the development of quick-frozen foods, there was no reliable means of assessing costs or making allowances for quality. A London manageress feels that this is the most welcome advantage offered: " I now know that I can get frozen vegetables at fixed prices—even out of season—and that there will be no wastage through poor quality goods ". A useful point to bring before cautious directors and personnel managers who have been used to ' conservative estimates '.

Without labouring the point, this close control over portion cost and quality must surely have a special appeal to the smaller industrial restaurant where the colossal subsidies available to more sizeable firms cannot be approached.

Small or large, a firm can benefit equally from the nutritional qualities of quick-frozen foods. A slight knowledge of the freezing process is sufficient to emphasize the health-giving properties that are sealed in. Once out of the packing station, the accent on nutritional factors is preserved, not the least important being that most frozen vegetables can be prepared with a minimum of water which reduces the chance of losing the all-important vitamin C.

Nutrition having little value without absolute hygiene, I was most gratified to hear from a medium-sized engineering firm that " quick-frozen foods have the advantage of containing no appreciable waste matter that, under conventional conditions, can so easily be left in cooked food; or—and our medical officer will confirm this—may encourage infestation if not properly disposed of ".

Storage of market-bought produce presents obvious problems over and above the question of space. Deterioration in unsuitable premises is probably a matter affecting only a minority of smaller kitchens: yet it can amount to a major annoyance in any restaurant where slight lapses in discipline (or even, in ordering) wreak untold havoc.

This is not to suggest that quick-frozen foods will look after themselves. Yet the dangers inherent in fresh storage are more easily avoided. Possibly the greatest safeguard is the nature of the product, as it arrives in a quick-frozen consignment. There would appear to be a kind of built-in warning in the mere fact that the manager receives something in a form which requires appropriate and immediate attention. Just as no shopkeeper would leave ice-cream blocks lying about the shop, so the catering manager's staff is aware that damage is practically immediate unless proper storage conditions are applied on delivery. There is no similar safety factor in fresh vegetables.

Closely allied with this question of storage, other advantages are derived from the ' deep freeze '. Take the simple matter of kitchen cleanliness. The preparation rooms in most canteens undoubtedly cause more heartaches to the catering manager than any other section of his kitchen. A highly-polished servery, spotless cookers and hot-cupboards: all can fairly simply be achieved and maintained. But where waste has to be separated, the solution is less easily found, and certainly is incapable of being sustained.

From the broad view, it has been found that management and men have no reluctance to accepting quick-frozen foods. But only an entirely biased view would hold that there are no complaints about them.

Lost in transit

A catering manager of a firm in Welwyn Garden City reacts personally to flavour which, he considers, is not completely retained. This could be held to conflict with general opinion which states that the absence of water in cooking must go a long way towards preserving the flavour. Nevertheless, other users have expressed similar views, although adding that the loss of flavour might have been attributable to bad handling of the frozen foods.

Whatever the real answer — and regardless of individual palates and prejudices—there is no escaping the increasing popularity of quick-frozen foods in terms of quantities sold to housewives—and canteens.

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BOOKSHELF

MANAGEMENT THINKING ★ LABOUR POLICIES ★ COMMUNICATIONS

Industrial Editing, by Bernard Smith. *Pitman, 28s. 6d. post paid.*

EVERYONE ENGAGED in personnel work must study this excellent book—especially its penetrating chapter on the place of the house journal in a co-ordinated communications programme.

Commissioned by the BAIE, this handbook is the first complete guide to employee publications to appear in the U.K.—and, happily, its quality is first-rate. Internals, externals, dual-purpose journals and the processes of production are explained for beginners and 'practitioners'.

Steelworkers in America, by David Brody. *Harvard University Press, 41s. post paid.*

THE IRON AND STEEL industry from 1890-1929, the period of modernization, the sources of the industry's labour policies—and the 84-hour week. Company mergers and technological advance crushed labour organization in the early years. Then, labour stability after 1910 during the 'co-operative era' produced welfare policies; and the failure of the 1919 steel strike ensured the continuance of the old order until the great depression and the New Deal swept it away. A brutal and colourful chapter in labour history.

Management in Britain, by I. C. McGivering, D. G. J. Matthews, and W. H. Scott. *Liverpool University Press, 20s. post paid.*

THIS SHORT STUDY is, in its scope, a massive generalization about the nature of management and management's relations with labour. It would be difficult to find a more balanced assessment of the dogmas and dilemmas of management thinkers who have published during the past 10 years.

The limping progress of 'human relations' work and the history of personnel management—which has a special appendix—are beautifully condensed and revealing. A challenging forecast is that since, in general, personnel departments have developed beyond the 'welfare' stage, "ultimately controlling functions may be assumed, including the maintenance and analysis of diagnostic statistics and the establishment of performance standards".

Education and Manpower, edited by Henry David. *Oxford, 42s. post paid.*

THESE STUDIES are shaped by a concern with the effective development and utilization of America's manpower resources: they help to illuminate many of the connections between education and employment, individual performance and potential, school and society. The approach of the several contributions offers a deeper understanding of the relations between education and other social and economic concerns such as the occupational choices of youth, skills of the labour force, patterns of mobility and utilization, and the significance of work for men and for women.

Noise Reduction, edited by Leo L. Beranek. *McGraw-Hill, £5 15s. post paid.*

COMBINED WORK of a group of 19 of the most experienced engineers in noise reduction in America, this book discusses the nature of sound and its measurement, fundamentals of noise control and offers case histories. Happily, these experts have worked closely together so that the terminology is uniform and the material is therefore more useful to people taking up this important study. We are going to hear a lot more about this subject in the U.K. when the unions turn a few of their bigger guns on this aspect of work conditions.

Administrative Vitality, by Marshall E. Dimock. *Routledge, 26s. post paid.*

FORMALISM, sluggishness and rigidity in an organization often result from an increase in size that comes in turn from healthy growth. Mr. Dimock warns that firms must guard against such weaknesses as promotion for seniority instead of for ability, the dilution of loyalty among employees and an administration interested in procedures to the exclusion of enterprise.

The Manager's Job, edited by R. T. Livingston & W. W. Waite. *Oxford, 82s. post paid.*

THIRTY-TWO PAPERS on aspects of managerial responsibility have been selected from studies presented at Columbia University's utility management workshops, 1956-59. Subjects covered include the qualifications required in a company president, managerial techniques at all administrative levels, the manager and his human relations, communication and management, the selection, appraisal and development of managers and theories of decision-making.

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EQUIPMENT MARKET

A Monthly Survey for Personnel Managers

- **EFFICIENCY**
- **WELFARE**
- **OFFICE AIDS**
- **SAFETY**
- **CLEANING**
- **HEALTH**
- **VENDING**

For more details, USE COLOURED FORM AT BACK

Efficiency

WORKING MELODY

WHEN something new appears on the British market from America, it is rare indeed for the makers to acknowledge an Anglo-Saxon origin when it exists. In this sense, the manufacturers of *Moodmaster* background music systems are to be complimented for conceding the concept to us.

The basic equipment for the system comprises plastic cassettes of recordings on tape, the player and the loudspeakers. The tape, which offers music as varied as Cha Cha (Cha) and Viennese Melodies, will play continuously in two- or four-hour cycles without manual rewinding.

The player is so designed that the music is started by the action of slipping a cassette into a slot of the cabinet. Music is changed simply by removing one tape and inserting the next. As the makers so aptly describe it, the whole operation is as simple as posting a letter.

Each *Moodmaster* is fitted with a graduated volume- and tone control, making precise control possible within the wide range available. In cases where speakers in different rooms or workshops are required to play at different volumes, speakers with differential outputs can be provided.

It is possible to kill two birds with one stone, if your firm is considering the installation of a complete public address system. A special microphone is available with the *Moodmaster* which, when switched on, automatically reduces the volume of the background music.

The player, plus two speakers, is obtainable for an average rental of 30s. a week. Rental includes installation, a supply of tape cassettes that are exchanged at regular intervals, and such maintenance as may be necessary.

Enquiry Ref. No. E3/1

Office Aids

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DIFFERENT people respond to different approaches, and some do not respond at all. Could this be the thinking which has led the makers of a new personal call system to offer three different call-signs for their pocket-paging scheme?

From one or more control stations up to 120 individuals can be contacted wherever they are in the works or offices. From the transistorized

(continued on page 40)

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provide a clear indelibly printed record of the time of your watchman's visits to strategic parts of your premises. He ***must*** visit each keybox station in order to actuate the clock's mechanism. The record is his protection too—he can **prove** that he has done his job well.

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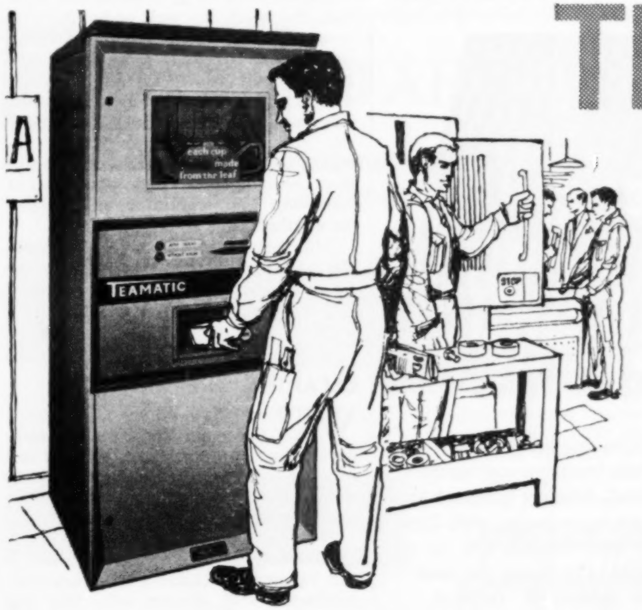
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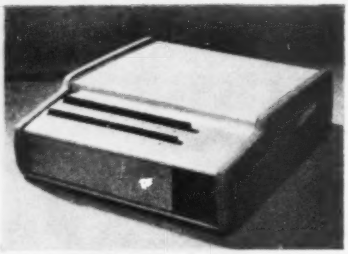


receiver in their breast pocket, each one can have his attention attracted by a flashing light, a soft bleep or by a spoken message.

How much does it cost to have personnel on tap like this? It is estimated that 3d. a week per person is the maximum price for 24-hours operation of the system. The system can be bought outright or it can be installed on a rental/maintenance basis. The latter gives terms of about 2s. a week per receiver, which might be offset, say the makers, against the cost of a frustrated long-distance telephone call.

Guaranteed for 12 months, this personal call system can be regularly inspected and serviced by the makers' own engineering team anywhere in the United Kingdom.

Enquiry Ref. No. O3/1

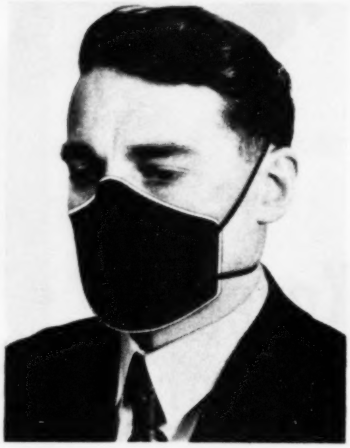
If it is new . . . if it improves efficiency or work conditions, send details and photographs to P M & M for inclusion in this closely read 'Equipment Market'.

Safety

USE AND THROW AWAY

SAFETY at the expense of comfort was often an inevitable characteristic of many protective devices, especially those for guarding the head, ears, nose and throat of employees in hazardous occupations. Energetic researches on the part of manufacturers has now almost reconciled these two desirable requirements of safety wear.

The latest indication of this welcome trend is the marketing of the *Sanoid S.1181* disposable, industrial respirator. A flexible top frame which the wearer shapes to his facial contours, ensuring a snug fitting, also prevents the access of dust particles between the face and the mask.



Muslin-lined to give maximum comfort, the mask fits well under the chin —another hazardous point of infiltration. Each mask is a complete disposable unit which is said to retain a clear appearance throughout its life. The two elastic holders that fit round the neck and head are part of the mask; unlike other models, this means that changing is a single operation of removing one respirator and putting on another.

This last feature of the *S.1181* holds the additional attraction that time can be saved during a changing operation.

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CLEANING PREPARATION

WITH no flash-point, *Chlorothene NU* is low in toxicity and quick-drying. Such properties recommend this product for many and varied industrial metal-cleaning operations, particularly on the grounds of safety.

With solvent properties closely parallel to those of carbon tetrachloride, it can be used for cleaning materials contaminated with greases, oils, tars and waxes. The makers say that it is suitable for dip, spray, slush and wipe-cleaning and, unlike other cleaning solvents, that it may be used on electrical apparatus

(*continued on page 42*)

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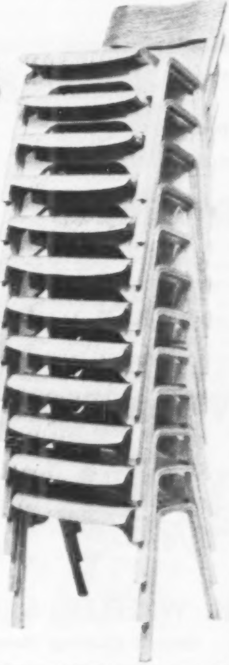

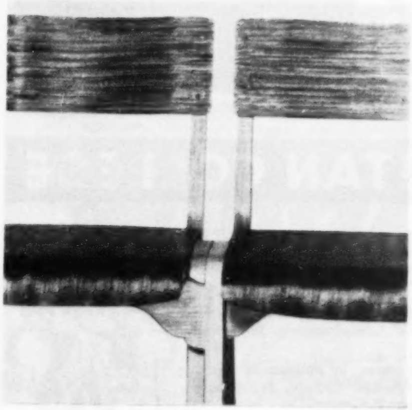

Tecta Stafford chairs (built to B.S.I. recommendations) link together simply by placing the leg frame of one chair inside that of the next. Bolts, clips and battens are not required. Beech frames reduce noise to a minimum when chairs are in use.

Chairs are laminated and resin bonded and need no maintenance. Solid beech cross rails. Seat and back panels are finished in beech or mahogany, or part or fully upholstered.

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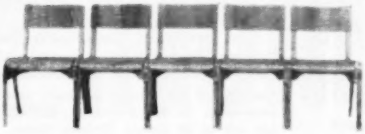
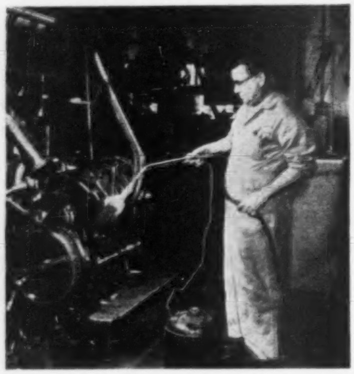


For full details write or telephone: Tecta Furniture Ltd.,
(Dept. PM1), 119 New Bond Street, London W.1. (MAYfair 6481) or Suffling Road, Great Yarmouth, Norfolk. (Gt. Yarmouth 4251)

such as generators, motors or printed circuits without leaving a film that might lead to tracking.



It can be used on such corrosion-sensitive materials as aluminium, zinc and white metal, in addition to many plastics and rubbers. It is also claimed that, by virtue of its faster evaporative properties, *Chlorothene NU* can speed-up total operation times.

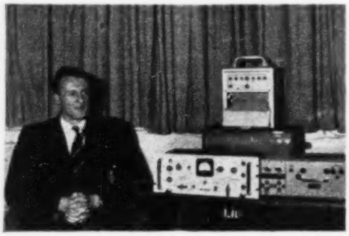
The applications of this new solvent are not confined to heavy production equipment. For example, the makers of *Chlorothene NU* proved its efficiency in cleaning lighter mechanisms in America. One such application has been the servicing of automatic vending machines which need regular preventive cleaning if they are to provide a continuously functioning service.

Enquiry Ref. No. S3/2

Health

OPTICAL STRAIN

A NEW approach to ways of improving visual efficiency and of reducing eye-strain; these are the expectations of the makers of the intricate apparatus shown below.



Known as *EMMA* (Eye Movement Measuring Apparatus), the device is designed to measure the small electric currents produced at skin surface by the movement of the eyes.

Electro-oculography, the technique of recording eye positions and movements, has obvious applications to industrial situations where the eyes can be submitted to extreme forms of strain.

The latest version of *EMMA*—a transistor model with a self-contained dry battery supply—measures only 19 by 7 by 9 in., and weighs only 15 lb. Completely portable and independent of mains supply, the apparatus has an obviously wider scope than its predecessors.

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Welfare

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THE easy-pour lip of this patented table jug *(Reward)* is spring-controlled so that the container is automatically sealed after every use.

Further protection of liquids against contamination by dust and germs is provided by the screw-on, plastic cap which incorporates its own handle. Caps are obtainable in any one of four colours—red, green, blue and yellow.

The jug itself is of glass, and should be suitable for fruit juices, iced water, etc. Three sizes are available: two-pint capacity (see our illustration) at 54s. a dozen, plus 4s. P.T., with six-dozen jugs at 51s., plus 4s. P.T., with 12-dozen jugs at 48s., and tax. Half- and one-pint sizes complete the range.

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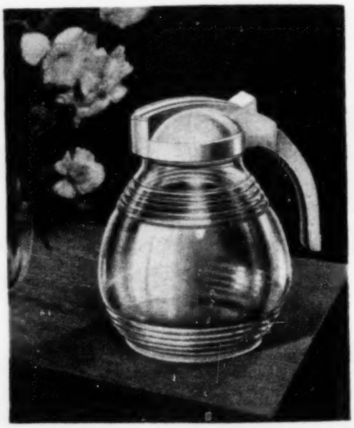

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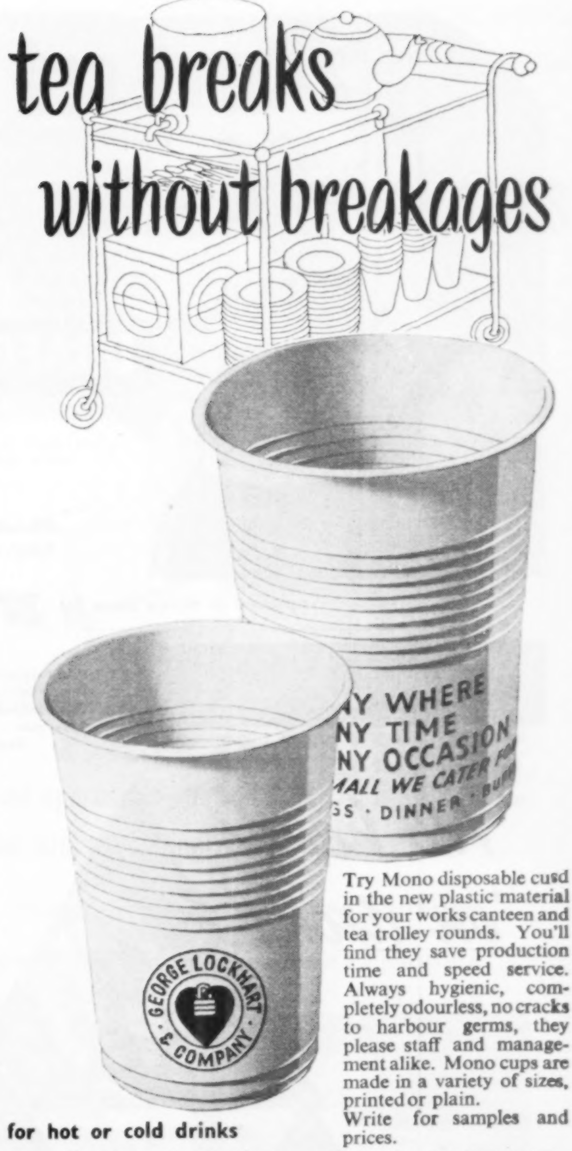

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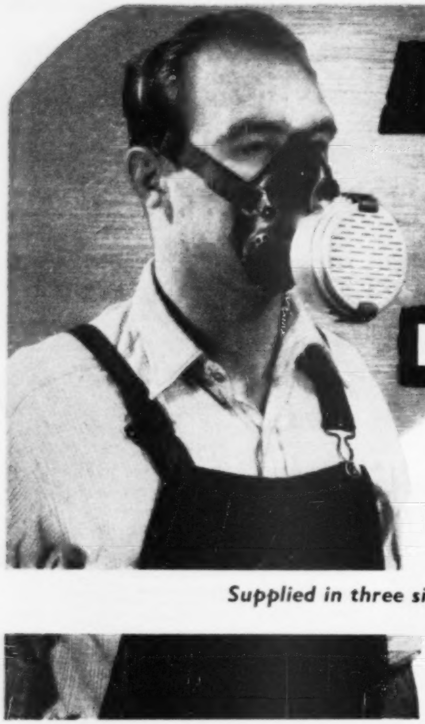

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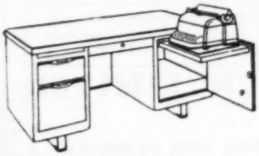

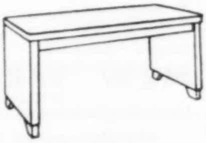

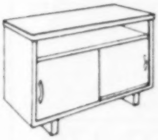

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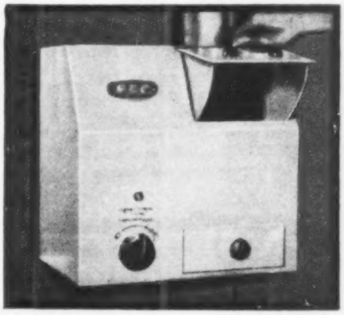

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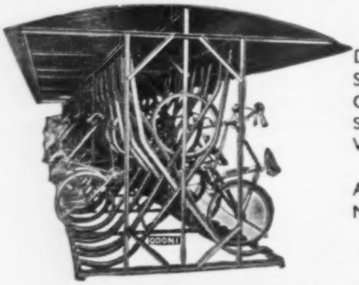

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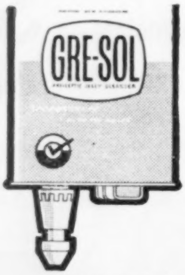

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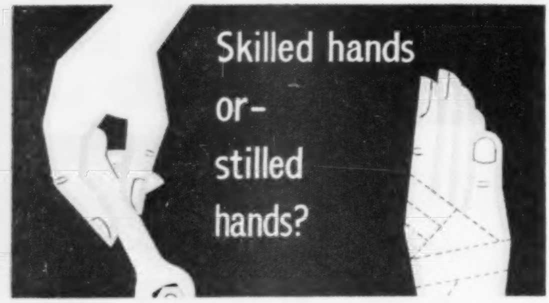

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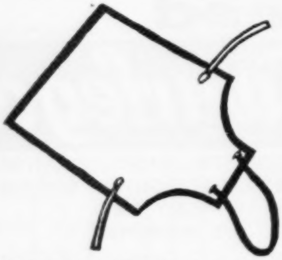

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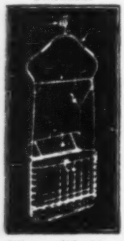

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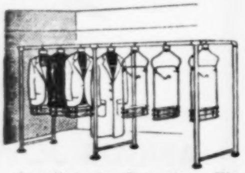

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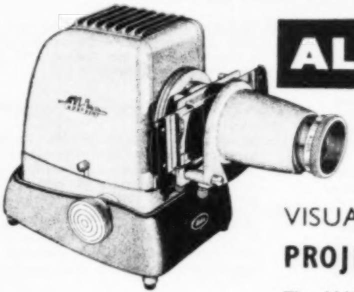

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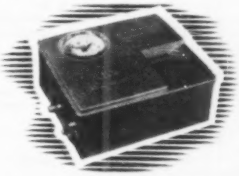

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